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Country programme document for the Kingdom of Swaziland (2016-2020)

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I. Programme rationale

1. According to its National Development Strategy (NDS), Swaziland's long-term vision is "... to be in the top 10% of the medium human development group of countries founded on sustainable economic development, social justice and political stability". The national strategy is articulated through two main development frameworks, the NDS (originally drafted in 1999 and revised in 2013) and the Poverty Reduction Strategy and Action Programme (PRSAP) 2007-2015.

2. To achieve its long-term vision, Swaziland has to address three main intertwined development challenges: (a) slow, non-inclusive economic growth; (b) increased vulnerability to shocks; and (c) weak governance systems for equitable access to and efficient delivery of quality public services to citizens. The country faces increasing vulnerability due to climate change and HIV and AIDS, while weak governance structures affect the quality of service delivery.

3. **Slow, non-inclusive economic growth.** Over time, lack of effective regulatory and implementation frameworks have negatively impacted growth. The country's growth rate declined from an annual average of 3.1 per cent in the 1990s to an average of 2.1 per cent from 2003 to 2012.[1] This is mainly attributed to low investment inflows, high dependence on few export commodities, mainly sugar, and challenges resulting from its land-locked status. South Africa accounts for about 85 per cent of imports and about 60 per cent of exports.[2] Furthermore, high dependency (55 per cent of government revenue) on and uncertainty in the flow of revenues from the Southern African Customs Union represent major challenges. The conditions for extension of the United States Government's African Growth and Opportunity Act, which expired in January 2015, had a further negative impact on exports and jobs. To overcome its low growth trap, Swaziland needs to diversify its economy and improve governance, fiscal management and its investment environment.

4. Swaziland's slow growth has manifested itself in high rates of poverty and inequality. About 63 per cent of the population live below the poverty line and 29 per cent below the extreme poverty line.[3] Inequality is very high, with a Gini coefficient of 0.51. According to the 2010 Labour Force Survey,[4] unemployment increased from 38 to 40.6 per cent in 2007, with a majority of unemployed in urban areas (54 per cent) compared to rural areas (25 per cent). Unemployment is also higher among females (46.3 per cent) compared to men (34.4 per cent), while among youth, unemployment is estimated to have increased from 53 per cent in 2007 to over 60 per cent in 2010.[5] Young people from poor households are the most affected.

5. Rural households involved in non-commercial farming activities are the poorest, followed by self-employed-headed households.[6] Poverty is also closely correlated to food security, mainly due to unsustainable farming techniques, low rainfall and limited arable land. Shiselweni region has the highest poverty headcount (41 per cent) and unemployment (50.5 per cent), followed by Lubombo region with 34 and 45.1 per cent respectively.

6. Causality analysis[7] highlighted the interplay of multilayered vulnerabilities to poverty including low promotion of entrepreneurial skills and small and medium enterprises; limited data for participatory, evidence-based planning and budgeting; a mismatch between labour market needs and available skills (quality and relevance of training); inadequate safety nets and social protection architecture; low technological and innovation adaptation and adoption; and inequitable ownership of

[1] World Bank Swaziland Overview (http://www.worldbank.org/en/country/swaziland/overview#1).
[2] World Bank Country Report 2014.
[3] Human Development Report 2014.
[4] Swaziland Labour Force Survey 2010.
[5] Ibid.
[6] Swaziland United Nations Development Assistance Framework (UNDAF), 2016-2020.
[7] Swaziland Country Synthesis Report 2014.

land, means of production and decision-making, due to traditional norms and values that constrain women, girls and young people. UNDP has been providing upstream policy and capacity-building support, which have contributed to a better understanding of the extent of poverty and inequality and to the national response system.

7. The Government allocates about 2.2 per cent of gross domestic product to social protection. A comprehensive social protection strategy, however, is still pending, and the system has targeting and coordination challenges,[8] in particular to improve access for excluded groups such as those affected and infected by HIV and AIDS. Swaziland also faces a high HIV prevalence rate of 26 per cent.[9] The incidence of HIV was 2.38 per cent in 2012 (3.1 per cent for women compared to 1.7 per cent for men).[10]

8. **Increased vulnerability to shocks**. Climate change and rapid depletion of natural resources are the major causes of increasing vulnerability to shocks and widening inequalities. The most immediate challenges are land degradation, droughts, especially in the eastern region, and occasional flooding in the north, coupled with annual hail storms, all against a backdrop of limited preparedness and low capacity to respond effectively.[11] Considering that 70 per cent of Swazis rely on subsistence farming for their livelihoods and only 10 per cent of total land area is arable, the complex risk profile is evident, exposing mostly poor households to recurrent economic, health and environmental hazards.[12] About 50 per cent of national land is communal, of which 75 per cent is affected by degradation[13] and indiscriminate logging. Lack of a comprehensive land policy is compounded by weak institutional frameworks, and limited capacity for sustainable land use management. Due to high industrial concentration, the Manzini region also faces challenges in waste management and pollution.

9. The adverse impact of climate change, particularly droughts and severe flooding, undermines poverty eradication efforts and particularly affects vulnerable groups such as child-headed households, women and youth. The effects of climate change have significantly constrained the rural population, who are largely dependent on agriculture. Lack of national capacity to integrate environmental concerns in national planning and budgeting processes compounds vulnerability and weakens resilience. The work of UNDP on conservation agriculture and water-saving technologies, the establishment of climate-smart agriculture and reclamation of land in drought-stricken areas demonstrates some feasible and scalable options.[14]

10. **Weak governance systems for equitable access to and efficient delivery of quality public services**. The coexistence of the traditional and modern governance systems affects implementation of the Constitution and contributes to low citizen participation in decision-making and to inadequate service delivery. Although some independent evaluations have noted improvements in the capacity of public institutions,[15] there is scope to improve implementation capacity. Public service delivery is also affected by inadequate oversight capacity, particularly at the local level. The Government has identified lack of policy implementation and monitoring and evaluation frameworks as major gaps in the NDS.

11. Swaziland has to strengthen and accelerate the implementation of its decentralization policy in order to improve public service delivery. This includes promotion of bottom-up participatory planning with clear policy and budgetary frameworks that outline the roles and responsibilities of regional

[8] World Bank 2012, Swaziland: using Public Transfers to Reduce Extreme Poverty.
[9] Swaziland Demographic and Health Survey, 2007.
[10] Swaziland HIV Incidence Measure Survey, 2012.
[11] Swaziland UNDAF, 2016-2020.
[12] http://www.wfp.org/countries/swaziland/overview .
[13] African Economic Outlook 2014.
[14] Up-scaling Climate Smart Agriculture in Swaziland, FAO, June 2014.
[15] Bactha Consulting (2013), Mid-term evaluation report: Poverty Reduction Programme.

administrations. Civil society organizations (CSOs) lack adequate capacity – in particular in public accountability – to effectively engage the Government in constructive dialogue. As a trusted partner working with multiple stakeholders, often on sensitive issues, UNDP is uniquely positioned to facilitate dialogue between the Government and civil society.[16]

12. UNDP and development partners have provided upstream policy support including e-governance and public service standards, which contributed to the country's improvement in international governance rankings such as the Transparency International/Corruption Perception Index, where Swaziland rose from 82 in 2013 to 69 in 2014 out of 177 countries. Swaziland also improved from 27 to 24 out of 52 countries on the Mo Ibrahim Index on Governance in Africa,[17] although rating low in participation and human rights (50 of 52). This ranking has created momentum but has yet to gain sufficient traction at the national and local levels.

13. The existing social contract continues to disadvantage women owing to a range of economic, social and cultural factors that hinder their development and participation. Manifestations of gender inequality include strong patriarchal norms, socialization, violence against children and gender-based violence, limited employment and economic opportunities and limited access to higher and tertiary education. The interplay of such factors increases the vulnerability of women and girls. Approximately one in three females have experienced some form of sexual violence as a child and one in four have experienced physical violence.[18] These factors compromise the ability of women and girls to make autonomous decisions in matters affecting their lives and those of their families. The country has promulgated a number of policies, laws and strategies to protect and promote the rights of women such as the Bill of Rights in the Constitution and Gender Policy and Action Plan, and has ratified the Convention on the Elimination of all Forms of Discrimination against Women. Full implementation of these measure remains a challenge.[19] Women's representation in political and senior government positions remains low. For example, in the 2013 elections a female representative was elected in only one out of 55 constituencies.

14. Evaluations[20] of its work encouraged the United Nations system in Swaziland to focus on a few areas to maximize impact and helped to shift the development trajectory onto a higher path. This requires the United Nations to work differently, focusing on supporting the Government to develop integrated approaches to policymaking, planning and programming while strengthening institutional capacities. There is also a need to shift emphasis to upstream advisory work that is informed by catalytic downstream projects so that the United Nations strengthens its role as a reputable source of technical advice, drawing extensively on its global knowledge networks.

15. As demonstrated in the root-cause analysis,[21] the three main development challenges outlined above are highly interconnected and will be addressed in integrated manner through an issues-based approach. For example, high levels of unemployment, significant inequality and skewed ownership of productive capacities – such as land – are underlying factors and manifestations of sluggish and non-inclusive growth. Those same factors are also important determinants for increasing vulnerabilities. Similarly, lack of participatory management of natural resources deepens vulnerabilities, which can be overcome by better governance at the decentralized level combined with more efficient extension services.

16. The theory of change underpinning this programme assumes that good governance buttresses inclusive economic growth and sustainable development by creating a conducive investment

[16] Outcome Evaluation of UNDP Governance Portfolio, November 2014.
[17] Midterm evaluation of UNDAF, 2011-2015, November 2013.
[18] Swaziland UNDAF, 2016-2020.
[19] Ibid.
[20] Midterm review of the UNDAF, 2011-2015.
[21] Swaziland UNDAF, 2016-2020.

environment and enabling a more equitable distribution of growth dividends, thereby reducing inequalities. Social inclusion facilitates sustainable and equitable access to and use of social capital and natural resources, thereby enhancing resilience. On the other hand, pro-poor economic growth empowers citizens and enables them to participate in decision-making, while also creating a larger tax and revenue base, which improves service delivery – including social protection – and in turn fosters good governance. The cause-effect relationship is mutually reinforcing, with no starting or end point.

17. To strengthen the environment for transformation, this programme will adopt innovative approaches that apply technological tools to enhance the delivery of public services and contribute to unlocking new resources for sustainable development. The knowledge products to be generated during the country programme cycle – including the national Human Development Report – coupled with South-South and triangular cooperation will lay a firm foundation for the provision of technical support to the identified capacity gaps. Finally, expanding voice, opportunity and representation to civic groups, especially those targeting youth, women and marginalized groups, will ignite inclusive dialogues on sustainable and inclusive development. UNDP support to these critical enablers will reflect the rights-based approach, stimulating capacity enhancement of both the duty bearers and right holders.

18. UNDP will target the Shiselweni and Lubombo regions, which have the highest poverty incidence, and Manzini, with the highest urban concentration and ecological footprint, thus building synergies across programme components. UNDP will establish direct linkages between upstream and downstream interventions so that advocacy and advisory support are informed by lessons from downstream pilots. UNDP will target women-headed households, youth, people living with disabilities, people living with HIV and AIDS, and orphaned and vulnerable children to increase their participation and engagement in policy dialogue for sustainable livelihoods.

19. Swaziland has limited development partners. Past cooperation has positioned UNDP as a partner of choice for convening and facilitating transformative national development processes. UNDP will leverage its comparative advantages of access to global and regional expertise and the repository of global best practices in the areas of eradication of poverty, and the reduction of inequalities and exclusion. The evaluation of the 2011-2015 country programme action plan (CPAP) recommended that UNDP should focus on advisory support to improve: (a) the macroeconomic environment and national research to enhance availability of data for evidence-based decision-making; (b) decentralization by strengthening institutional capacities at local level and developing policy implementation frameworks and guidelines; (c) national resilience by supporting adaptation and mitigation to climate change and disaster risk management; and (d) development of livelihood opportunities for excluded groups through innovative approaches based on South-South partnerships.[22]

II. Programme priorities and partnerships

20. The proposed programme is aligned to the NDS 2013-2022, the UNDAF 2016-2020, and UNDP Strategic Plan. The UNDAF contributes to seven outcomes under three priority areas: (a) poverty and inequality reduction, inclusive growth and sustainable development; (b) equitable and efficient delivery and access to social services; and (c) good governance and accountability. UNDP will contribute to the first and third UNDAF priority areas through three mutually reinforcing and supporting outcomes, revolving around: (a) inclusive economic growth and sustainable development; (b) resilience and risk reduction, incorporating sustainable natural resource management; and (c) good governance, equity and citizen participation. As durable change in these areas also requires effective governance, the country programme will support the promotion of accountability and transparency through citizen participation. The programme promotes an equitable and human rights-based approach to development, e.g., by increasing voice and participation, particularly for women and youth.

[22]UNDP, Terminal Evaluation of CPAP 2011-2015, February 2015.

21. For the promotion of **inclusive growth and sustainable development**, UNDP will provide advisory and technical support services to improve the macroeconomic environment, strengthen national research and analysis capacity, and promote sustainable livelihoods. This outcome will focus on advisory services to promote economic diversification. This will include supporting development of South-South and triangular cooperation, mainly within the Southern African Development Community (SADC), in sectors with growth potential such as tourism, renewable energy and agricultural value chains. UNDP will promote the establishment of public-private partnerships, to develop innovative approaches for the use of sustainable production technologies. Building on ongoing work with the Innovators Association of Swaziland, UNDP will support partnership development among young entrepreneurs, research institutions and investment agencies to support growth of a knowledge-based economy.

22. UNDP will support the national research agenda and statistical information system to ensure that macroeconomic policies are informed by high quality analytical, technical and policy notes. UNDP will promote the use of disaggregated data, to ensure that programmes address relevant development issues at local level and respond to the statistical requirements of the new sustainable development goals.

23. Regarding employment and livelihoods promotion, UNDP will support promotion of entrepreneurship skills amongst female cross-border traders, women who are heads of households and unemployed youth. UNDP will strengthen the advocacy role of CSOs for better targeting and coordination of the national social protection system.

24. On building **resilience and risk reduction**, the focus will be on three intertwined sub-outcomes: (a) disaster risk reduction and management; (b) sustainable environment and climate change; and (c) sustainable, equitable natural resources governance, including the emergent extractive industry.

25. For disaster risk management, UNDP will work at upstream and downstream levels to support the development of appropriate policy and implementation frameworks at central and regional levels.

26. Under sustainable environment and climate change, UNDP will focus on sustainable use of natural resources and climate change adaptation, including conservation of biodiversity and national ecosystems. Through local-level piloting, UNDP will support the development of new partnership mechanisms and requisite capacities for community-led management of natural resources leading to job creation and sustainable livelihoods. At upstream level, UNDP will support the development of conducive legislative and policy frameworks and aid the mainstreaming of sustainable environment, particularly land-use planning and reporting on international obligations.

27. On natural resource management, UNDP will support the protection of biodiversity and ecosystems by promoting community engagement for shared benefits of natural resources. UNDP will facilitate synergies with the inclusive growth outcome through promoting the establishment of micro and small enterprises on ecotourism. UNDP will also support the Swaziland Environment Authority to mainstream conservation approaches at regional and local levels.

28. On **good governance, equity and citizen participation**, UNDP will support improving access to and use of quality public services by the poor, women-headed households, youth, persons living with a disability and those living with HIV and AIDS, and the elderly. UNDP will focus on: strengthening national anti-corruption efforts; harmonizing national laws with the Constitution and international standards; strengthening civil society advocacy and watchdog functions; and decentralization through strengthening public accountability of key institutions and promoting citizen participation in policy- and decision-making at central and regional levels.

29. With regard to harmonizing laws with the Constitution and international standards, UNDP will support government efforts outlined in the NDS, including the establishment of a functional and effective law reform and review commission; reviewing selected legislation to determine its relevance to, and conformity with the Constitution and the findings of relevant reports on gender analysis,

universal periodic review and implementation of the Convention on the Elimination of all Forms of Discrimination against Women, and establishing a comprehensive legal aid scheme.[23] In collaboration with sister agencies, UNDP will provide technical and capacity-building support to Parliament to facilitate domestication of international treaties and to strengthen its oversight functions.

30. In order to strengthen civil society (voice and participation), UNDP will promote the establishment and strengthening of mechanisms for ensuring broad-based participation of all stakeholders in national development planning, implementation, monitoring and evaluating processes. UNDP will particularly support participation of the excluded groups highlighted in the previous sections. UNDP will support the capacity of CSOs and media to mainstream voice and participation, including evidence-based reporting on corruption. UNDP will support the capacity of civil society for effective engagement to monitor and report on international treaties and other regional agreements such as the African Charter on Human and Peoples' Rights.

31. Under the three outcomes, UNDP upstream support will focus mainly on advocacy and advisory services to ensure further articulation and implementation of existing policy frameworks. At regional and local levels, UNDP will target particularly Shiselweni and Lubombo rural regions and Manzini industrial area. The contribution and value added of UNDP will be the facilitation of a shift towards strengthening local-level implementation capacities for effective articulation and implementation of legislative and policy frameworks.

32. Through collaborative partnerships and in the spirit of 'delivering as one', UNDP will complement, inter alia, efforts by: (a) UNFPA for building a demographic dividend through youth empowerment and participation, and leadership by young women; (b) the United Nations Children's Fund in advocacy for legislative reforms, juvenile justice and gender-based violence, and strengthening civil society coordination; (c) the International Labour Organization (ILO) on decent work and strengthening trade and commerce; (d) the Food and Agriculture Organization of the United Nations (FAO) in research and development and support to small-scale agriculture; (e) the United Nations Environment Programme (UNEP) on sustainable environment management; (f) the European Union (EU) on social protection; and (g) the international financial institutions (IFIs) on strengthening decentralization.

33. In addition to the existing partnership with, for example, the EU, IFIs and the Government of Japan, strategic and innovative partnerships will be established with non-traditional international and domestic institutions, foundations, public-private-partnerships, civil society and grass-roots organizations, for optimum realization of the development effectiveness agenda.

34. The programme has a proposed budget of $15.7 million, of which $2.38 million is regular resources. The Government has met its cost-sharing commitments reliably in the past,[24] and based on that, $1.5 million in cost-sharing is planned for the programme cycle. UNDP has also secured $5 million under the Global Environment Facility (Fifth Replenishment) System for Transparent Allocation of Resources (GEF 5-STAR) for the period 2016–2020, and $70,000 for the climate change adaptation project. Proposals are being developed for a further $5 million from GEF 6-STAR and additional $1 million from the Multilateral Fund of the Montreal Protocol. Third-party cost-sharing is estimated at $650,000 and a further $100,000 is expected from South-South and triangular cooperation.

II. Programme and risk management

35. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for aligning results and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional

[23] UNDP, Terminal Evaluation of CPAP 2011-2015, February 2015.
[24] Ibid.

and headquarters levels with respect to country programmes is prescribed in the UNDP programme and operations policies and procedures and the internal controls framework.

36. National execution will be the preferred modality, to be replaced by direct execution for all or part of the programme to enable response to force majeure after consultation with the Government and UNDP headquarters. UNDP will collaborate with the United Nations Country Team (UNCT) to undertake a comprehensive capacity assessment of implementing partners in the context of implementing the harmonized approach to cash transfers. UNDP has learned from past experience the limitations of project-based programming, and will adopt issues-based/portfolio programming supported by development solution teams. The country office will undertake annual work planning, board meetings and portfolio reviews and participate in government-led reviews to strengthen national ownership and mutual accountability for development results.

37. The country office will establish steering committees, involving cooperating partners, that will meet quarterly to review risks and assumptions and develop appropriate risk mitigation responses. The country office anticipates delays in decision-making as an important risk. Key issues of national importance have to be filtered through various decision making structures. This may particularly limit the pace of planned developmental initiatives in areas of decentralization and harmonization of laws with the Constitution which are critical to improving access to public services by poor and excluded groups. In mitigation, UNDP will strengthen use of 'delivering as one' modalities and high-level dialogue forums, enhance its partnership with United Nations agencies, funds and programmes and actively engage CSOs and relevant government entities focusing on advocacy and promotion of voice and participation.

38. The proposed programme is based on the assumption that Swaziland will continue to enjoy current levels of stability without major natural disasters. Despite relatively little interest from traditional donors, funding pledges have already been made for a number of the proposed initiatives. Domestic resource mobilization has proven successful in the past and identification of private sector resource mobilization is ongoing. This will be integrated within the broader country office resource mobilization strategy. UNDP intends to partner with non-traditional partners in mobilizing resources for the roll-out of the programme and expand its South-South collaboration

IV. Monitoring and evaluation

39. Monitoring and evaluation will be undertaken in line with both the UNDAF and government monitoring and evaluation frameworks in order to promote the use of national data sources and ensure alignment and synergies in reporting on results. The approach will also emphasize investment of both in-house and partner capacity in monitoring and evaluation which is in line with the United Nations Inter-Agency Group on Monitoring and Evaluation. The country office will partner with United Nations agencies, private sector, academia, civil society and development partners to develop a research agenda that will strengthen data collection and evidence generation, including through strengthening capacity of the Central Statistics Office. At least 5 per cent of core resources will be earmarked for monitoring, evaluating and research.

40. Under the 'delivering as one' modality, a joint inter-agency monitoring and evaluation committee drawn from national stakeholders and the UNCT will be established to support overall monitoring of the UNDAF and thus the country programme. The committee will continuously assess and test the assumptions made during programme development, ensuring continuous learning and adapting to achieve transformational change. Outcome and project boards will be set up to provide guidance towards results.

41. In collaboration with its sister agencies, UNDP will strengthen its performance monitoring, and further review how gaps in national data management systems can be strengthened to facilitate the collection of real-time data from multiple sources, thus promoting participatory reporting and data

management involving all stakeholders. Through support to the Central Statistics Office, partners will have real-time direct access to report and track their results on line, thereby strengthening ownership of achieving and reporting on results.

42. UNDP will adopt a continuous learning approach based on ongoing data collection and monitoring. Data on respective indicators will also be captured at the point of service delivery. UNDP will work with respective public service institutions, including at the local level, to ensure that data are disaggregated at the point of capture. As part of the operational planning, UNDP will undertake a review of data availability and support national institutions to strengthen information management systems at local levels. In this regard, UNDP will continue to support implementation of the human development indices for poverty analysis at national and regional levels as part of the national data collection and monitoring system.

43. At the outcome level, monitoring and evaluation will be undertaken in partnership with other United Nations agencies through the inter-agency monitoring and evaluation committee. Monitoring will include quarterly outcome progress reviews and joint annual reviews. UNDP will support outcome evaluations, including the midterm and final evaluations of UNDAF. In all instances, UNDP will promote the utilization of national systems and databases to monitor outcome indicators where such data are available; and support development of national capacities for data and information management.

44. UNDP will also continue to support national efforts to produce quality reports, including the national Human Development Report, and to undertake a study to establish baseline for relevant sustainable development goals to enable their effective monitoring.

Annex. Results and resources framework for Swaziland (2016-2020)

NATIONAL PRIORITY OR GOAL: Economic acceleration, industrialization and diversification

UNDAF OUTCOME 1.1: Youth, women and vulnerable groups' opportunities for employment and sustainable livelihoods increased by 2020.

Related Strategic Plan outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets).	MAJOR PARTNERS/PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME ($)
Indicators: Employment rate disaggregated by sex and age **Baseline:** Employment rate:[25] National – 56.7% Youth - 36.0% Women - 55.2% **Target:** 10% increase across the board Percentage of population living below $1/day, disaggregated by sex **Baseline**: (2010x) – 63% Male – 59% Female – 67% **Target:** (2020) – 32%	Labour Force Survey One survey is expected to be done during the programme cycle. Partnership will be established to obtain relevant estimates and projections from appropriate sources, including Ministry of Labour, Ministry of Economic Planning and Development, trade unions and employers' organizations Swaziland Household Income and Expenditure Survey	**Output 1.1.1:** Knowledge products on diversification and competitiveness of the economy developed. **Indicator 1.1.1.1.** No. of schemes which expand and diversify the productive base based on the use of sustainable production technologies (IRRF[26] 1.1.3.) **Baseline:** 3 **Target:** 8 **Data source:** MOA, MCIT and MEPD reports **Frequency:** Annual **Indicator 1.1.1.3.** No. of public and private development investments that are informed by cross-sector assessment and knowledge products to maximize social, environmental and economic benefits over the medium to long term (IRRF 1.1.4.) **Baseline:** 1 **Target:** 3 **Data source:** MOF reports **Frequency:** Annual	Ministry of Economic Planning and Development (MEPD); Ministry of Finance (MOF); Ministry of Commerce, Industry and Trade (MCIT); Ministry of Agriculture (MOA); Ministry of Labour; Swaziland Revenue Authority (SRA); **United Nations:** FAO, ILO, UNFPA **Other partners** World Bank, African Development Bank (AfDB), EU	**Budget:** Regular: 838,070 Other: 1,600,000
		Output 1.1.2. Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups. **Indicator 1.1.2.1.** No. of new jobs created, disaggregated by target region, gender and age (IRRF 1.1.1) **Baseline:** Total (2013) 212,084; (Male – 75.6%; Female -67.8% Youth – 11.9%) **Employment rate by Region**: (Lubombo -75%; Shiselweni - 63%) **Target:** 222,688 (5%) increase of 10,604 **Data source:** Labour Force Surveys; **Frequency:** Biennial **Indicator 1.1.2.2.** No. of new South-South and triangular cooperation partnerships, public-private partnership mechanisms that provide innovative solutions piloted for sustainable growth. **Baseline:** 1 **Target:** 3 **Data source:** MOF reports ; **Frequency:** Annual	MEPD; MOF; Ministry of Youth ; Swaziland Local Coordinating Assembly of Non-Governmental Organisations (CANGO); Swaziland Economic and Policy Research Council; **United Nations:** All agencies **Others partners** EU, World Bank, AfDB	

[25] Labour Force Survey, 2010.

[26] IRRF - Integrated Results and Resources Framework.

		Indicator 1.1.2.3. Adoption of implementation and coordination framework for social protection targeting excluded groups (people living with HIV and AIDS and people with a disability, and elderly) **Baseline:** Draft policy not approved, no implementing guidelines; **Target:** Policy and implementation framework operationalized with capability to generate disaggregated data **Source:** Department of Social Welfare; **Frequency**: Annual		
NATIONAL PRIORITY OR GOAL: Environmental management and sustainability				
UNDAF OUTCOME 1.2: National institutions and communities have improved their management of natural resources by 2020.				
Related Strategic Plan outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
Indicator: Number of hectares of land that are managed sustainably under conservation, sustainable use or access and benefits sharing regime. **Baseline**: 3.9% protected area (2014) **Target:** 6.4% Protected areas **Indicator:** Economic loss due natural hazards as % of GDP **Baseline**: (TBD) **Target:** (TBD)	MTEA MOA Ministry of Natural Resources and Energy (MNRE) Swaziland Local Government Association (SWALGA)	**Output 1.2.1**: National systems (including legal, regulatory and institutional frameworks) in place for sustainable use of natural resources, waste, chemicals and renewable energy for green/economic growth (IRRF 1.3) **Indicator 1.2.1.1.** # of new partnership mechanisms with funding for sustainable management solutions of natural resources and climate change (IRRF 1.3.1) **Baseline:** 0 ; **Target:** 2 **Data source:** MNRE, MOA, SEA, SWALGA; **Frequency:** Annual **Indicator 1.2.1.2.** No. of new jobs created through management of natural resources, ecosystem services, chemicals and waste, disaggregated by gender and age (IRRF 1.3.2) **Baseline:** 0; (Female – 0; Male - 0) **Target:** 1,250; (Female – 1,062; Male - 188) **Data source:** MOA, Central Statistics Office; **Frequency:** Annual **Indicator 1.2.1.3.** No. of local councils with comprehensive waste management system **Baseline:** 0; **Target:** 4 **Data source:** SWALGA; **Frequency:** Annual	Ministry of Tourism and Environmental Affairs (MTEA); MOA; MNRE; Central Statistics Office; Swaziland Environment Authority (SEA); CANGO; SWALGA; **United Nations:** All agencies **Other partners:** EU	**Budget:** Regular: 573,525 Other: 11,070,000
		Output 1.2.2. Communities' capacity to participate in, and share the benefits of conservation strengthened **Indicator 1.2.2.1.** No. of protected areas established and managed for biodiversity conservation. **Baseline**: 6 (2014); **Target**: 12 (2020) **Data Source**: SNTC; **Frequency**: Annual **Indicator 1.2.2.2**. No. of community-based landscapes with protected ecosystems **Baseline**: 2014: 0; **Target**: 4 **Data Source**: MTEA, SNTC; **Frequency**: Annual	MTEA; MOA; MNRE; SEA; Swaziland National Trust Commission (SNTC); Swaziland Tourism Authority; Swaziland Game Rangers Association; **United Nations:** All agencies	

		Indicator 1.2.2.3. No. of community and private sector eco-tourism projects established **Baseline:** 6 (2014); **Target:** 9 (2020) **Data Source:** MTEA, SNTC; **Frequency:** Annual	**Other partners** Private sector	
		Output 1.2.3. Multisectoral climate and risk preparedness and management measures being implemented at national and regional levels disaggregated by urban and rural areas and with gender considerations. **Indicator 1.2.3.1.** No. of plans, strategies, policies for low emissions and climate resilient development **Baseline: 2014:** 2 (NCCP and NCCS); **Target:** 4 **Data Source:** MTEA; **Frequency:** Annual **Indicator 1.2.3.2.** No. of regional administrations affected by climate change using national standard operational procedures. **Baseline:** 0 (2014); **Target:** 4 **Data Source:** MTEA; **Frequency:** Annual	MTEA; MOA; MNRE; Ministry of Tinkhundla Administration and Development (MTAD); Department of Gender and Family Issues; National Disaster Management Agency; SEA; CANGO; SWALGA; **United Nations:** All agencies **Other partners** Japan International Cooperation Agency	
NATIONAL PRIORITY OR GOAL: Good governance and sound economic management.				
UNDAF OUTCOME 3.1: Public institutions deliver efficient and quality services by 2020.				
Related Strategic Plan outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.				
Indicator: Mo Ibrahim Index score of Swaziland in African countries on respondents satisfied with delivery of services by public institutions . **Baseline**: 51.5 **Target**: 60.0 **Indicator** % of citizens that perceive improvements in public accountability **Baseline:**30% (2010); **Target:** 80%	Ibrahim Index of African Governments Dakar commitment by African Member States Abuja Declaration by African Union Member States Government programme of action 2013 - 2018 ACC and CANGO Annual reports	**Output 3.1.1.** Improved accountability and participation in key institutions and systems that deliver public services at national and local level **Indicator 3.1.1.1.** No. of national and local level institutions implementing accountability audits and community score cards **Baseline: 1** **Target: 10** **Data source: MTAD reports** **Frequency: Annually** **Indicator 3.1.1.2.** No. of national and local-level institutions implementing public service performance measuring system **Baseline:** 2 **Target: 10**; **Data source:** MPS reports; **Frequency:** Biannual **Indicator 3.1.1.3.** No. of proposals adopted and under implementation to mitigate sector-specific corruption risk, including in public procurement (IRRF 2.2.2) **Baseline:** 1 **Target:** 10 **Data source:** SRA and ACC reports; **Frequency:** Annual **Indicator 3.1.1.4.** % of key populations receiving HIV prevention services, disaggregated by key population (men who have sex with men (MSM), sex workers (SWs)	Parliament of Swaziland, Office of Prime Minister; Swaziland Judiciary Services; Ministry of Public Service (MPS); Ministry of Justice and Constitutional Affairs (MOJCA); Ministry of Home Affairs; Ministry of Health; SRA; Commission on Human Rights and Public Administration (CHRPA); Anti-Corruption Commission (ACC); CANGO; National Emergency Response Council on HIV and AIDS; **United Nations:** UNICEF, UNFPA, ILO	**Budget:** Regular: 968,405 Other: 650,000

		Baseline: TBD **Target:** SW= 80% , MSM = 70% **Data source:** Behavioural Surveillance Survey; **Frequency:** Every 4 years	**Other partners:** EU and World Bank	
		Output 3.1.2. Parliament and related institutions have capacity to develop legislation and policies in line with the national Constitution and international conventions **Indicator 3.1.2.1.** No. of laws reviewed and formulated in line with the constitutional and international standards incorporating principles of good governance.[27] **Baseline: 2014:** 2; **Target:** 8 **Data Source:** Parliament reports; **Frequency:** Annual **Indicator 3.1.2.1.** No. of international instruments domesticated[28] **Baseline**: 2; **Target**: 8 **Data Source**: Parliamentary reports; **Frequency**: Annual	Parliament of Swaziland; MOJCA; Ministry of Foreign Affairs and International Cooperation; CHRPA; ACC; Elections and Boundaries Commission (EBC); CANGO; **United Nations**: UNICEF, UNFPA, UNESCO, ILO, FAO, UNEP **Other partners:** EU	
		Output 3.1.3. Civil society strengthened to engage in constructive dialogue and advocacy for promotion of human rights, transparency, public accountability and other international agreements **Indicator 3.1.3.1.** No. of CSOs/networks with mechanisms for ensuring transparency, representation and accountability.(IRRF 2.4.2) **Baseline:** 1; **Target:** 5 CSOs **Data source:** CANGO reports; **Frequency:** Annual **Indicator 3.1.3.2. %** of women participating as candidates in local and national elections (IRRF 2.1.3) in line with SADC Protocol **Baseline:** **Candidates (2013):** National – 15%; Local – 19% **Elected (2013):** National – 14%; Local – 7%; **Target:** **Candidates (2018):** National – 50% ; Local - 50% **Elected (2018):** National – 33% ; Local – 33%; **Data source:** Ministry of Housing and Urban Development and EBC reports; **Frequency:** Annually	MTAD; MPS; CHRPA; ACC; EBC; CANGO; Innovators Association of Swaziland **United Nations**: All agencies. **Other partners:** United States President's Emergency Plan for AIDS Relief; Gender Link	
			Total	**Regular: $2,380,000** **Other: $13,320,000**

[27] Human Rights Bill ; Legal Aid Bill ; Gender Equality Bill; Marriages Act; Prevention of Corruption Act (POCA), Environment Impact Assessment Act.

[28] Domestication of human rights conventions; and aligning POCA with the United Nations Convention against Corruption.